

You saw the perfect example of why I don't make suggestions for what Mr. Dulles should say to us. Mr. Dulles doesn't know that the Ugly American is required reading for every instructor in the Office of Training. Suppose I'd ask <sup>oV</sup>him to use that as his theme today. I don't know of anybody in the Agency that has done more to make the Agency conscious of the role of training than General Cabell. It is perhaps unfortunate that the 5 per cent mechanism was one of those mechanisms which had to be used for this purpose. And I don't know of anybody else who has done more to challenge the Office of Training to improve its product. We are indebted to General Cabell for this. Of course, the debt isn't always in one direction. General Cabell does occasionally

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were snowbound forty-eight hours I think in Dallas. Oh, that must be a typographical error. I guess it probably was Ottawa. General Cabell.

GENERAL CABELL

Thank you, Matt. I'm not going to be intimidated by your repudiation of scripts, or even by your clever operation to turn out the light so nobody could read the things if they had 'em. I've got a script because I've got a better organization, I think, than you have. Anyhow, I'm glad to be here again at this Christmas gathering. I enjoy coming over, if for no other reason than that it's the only time during the year that I get to see a good many of you here. Now when Matt invited me he said I could talk about anything I wished to. This kind of latitude offers the opportunity for me to use this forum as a means of doing a little more than just patting Training on the back and saying Merry Christmas. It gives me some opportunity of reaching a number of Agency employee groups besides the Office of Training and maybe of doing a little preaching. So I'd like to talk briefly about an all-year-round theme and a subject maybe for a New Year's resolution for the Agency, that of efficiency. Every year, as the Director said, he and I and others appear before the Bureau of the Budget and the Congressional Committees in support of the CIA program. It's essential that we go before these people knowing without reservation in our hearts that resources in CIA are being used with a maximum of efficiency. Now there are formal reporting mechanisms in existence which are aimed at giving us this assurance. But these formal mechanisms never give the whole story. There is always the

danger that management facts may be different from worker facts. The difference may be extremely important. Sometimes I run across information from the informal channels which makes me wonder whether the formal channels wondered enough. So today I am appealing to the informal - the spirits and attitudes of all Agency employees to accept, along with the senior executive, responsibility for identifying, digging out, and eliminating inefficiency, and insuring that our personnel are in full gear. Now this task can be a keg of worms, but if everyone goes at it seriously the need for more formal and undesirable rigid approaches diminishes. This is one of our greatest challenges. Our Agency is doing very well generally. This past year we have absorbed many chores. In fact, we have absorbed over 400 man-years of work without increases in personnel strength. We are producing a better product and responding with increased competence on every front. While we can't, because of the nature of our business, blow our horn loudly over our intelligence accomplishments, each of us can personally be proud of them. But, let's not rest on our laurels. Let's not give way to that trait of human nature to be eternally on the lookout for a place to park. If we rest, we rust. If water rests, it stagnates, and so it is the job of all of us to put up "No Parking" signs for ourselves and for our colleagues. Inaction and inefficiency must go. Flexibility and competence must expand and our motto should be "No Parking Here."

Now what can the Office of Training do about this? Your courses provide the opportunity to Agency employees to become more flexible, capable and, we hope, more efficient. There is always the question "Are we training all the right people?" Two years ago I emphasized your responsibility to get the people into training who should be here. I advised you to press those in authority to release personnel for training purposes. We should continue this objective to the point where the supervisors are so hard-pressed by the clamor of their subordinates for specific training that in spite of the natural inclination in a period of tight ceilings to keep the man on the job, the supervisor will give.

Last year I asked you to come up with new and positive ways of unleashing the creative energies of our people and of increasing our over-all competence. This year I'm going to remind you of an old saw which may offer further challenge. You have all heard the saying, "The operation was a success, but the patient died." Most of our training has been efficient, but is it doing the patient as much good as it should? Our employees have learned, but, have they been able to convert their learning to on-the-job situations, or does their job performance remain substantially as it was before their training? If the answer is yes to this latter question, then we may have inefficient use of our resources. Let's look into this in the coming year. If our training courses are practical and well-developed, application will

normally follow, wanting only for the opportunity. If the trainee returns to his job only to find that the things he learned in the classroom are not reinforced and supported, he begins to wonder whether it is worthwhile for him to try to practice those new things. Soon they are lost from his storehouse of skills and with them the energies of many of you have been wasted. We will have spun our wheels and may have created frustration. Now I fully support the Agency's need to train people in subjects which today may not be immediately applied. This is necessary if we are to grow. It is particularly true of language training where lead time is a key factor. But wherever possible, let's not allow our efforts to be frustrated. Of course, in no event should the tail wag the dog. But, assuming that the training is based on sound requirements, let's all of us be sure there are no practices or organizational inhibitions which restrict or block application of new skills. You might even include in your training courses some details on how the new trainee can overcome problems encountered in applying his training.

Next year, take your places in identifying and cutting out inefficiency and deadwood. Spread the word. Continue to do the good job of training, and make people want to take your courses so that they increase the heat on their supervisors for training time. Continue to look for new ways to get employees into your hands who should have training. And further,

effect a program aimed at increasing application of training, pointing out and overcoming obstacles to application. So let's make the operation successful and have the patient live. The task is tougher this year than in years past. We shall all be competing more than ever with tight ceilings, heavy workloads and priorities, but we must all get into the act of doing our share to move the Agency and its products forward. Some of you may recall the story about the erection many years ago of the statue of General Robert E. Lee in Richmond. Someone made the comment that it would take a lot of horses to pull all of those tons of metal all the way uptown, whereupon someone replied, "Horses. Don't let's have horses pull General Lee. Let's pull him ourselves." So the idea caught like wildfire and swept throughout the city. Pulling on that cable, on the prescribed day, were rich men and poor men, lean men and fat men, white men, black men, school girls, and even society matrons tripping about on their spool heels. Amid the laughter and tears, the songs and the cheers, they drew the General's statue in triumph to the place where it sits today, looking out toward his beloved Southland. As soon as they reached the destination, every person wanted a piece of that rope, and for days afterwards he would pull a small piece of hemp from his pocket, hold it up, and with pride say to his friends, "I had hold of the rope. Did you?" So if we are to accomplish our complex mission we need ever increasing skill and competence, and this fact spells training in

capital letters. Each of us should be able to say, "I had a hold on the rope."

I wish you all a very Merry Christmas and a prosperous New Year.